Third GAIN World Conference:

Summary of "Day Three" Workshop:
"How Do We Best Move Forward with GAIN?"

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Third GAIN World Conference:

Emerging Workshop Themes

✈ **Increase Focus on GAIN Effort**
Reduce the vagueness of GAIN and give it substance, infrastructure, and tangible content for participants to "tap." Give GAIN more definition in 1999.

✈ **Standardize Terms and Protocols**
Establish an infrastructure with a standardized set of terms, interfaces, and protocols for interaction.

✈ **Expand the GAIN Community**
Include corporate, GA operators, air traffic control, other safety entities, and non-traditional markets such as the insurance industry in our GAIN effort.

✈ **Establish Measures of Progress and Success**
For all GAIN activities, set attainable clear goals, objectives, and milestones for GAIN and manage against them, especially in '99.

✈ **Share Industry Practices / Establish Mentoring**
Share practices, benefits, tools, methods, and information among international aviation community and learn from other industries. Establish a mentoring system to pair seasoned or experienced GAIN participants with newcomers. Post information on Web site, including a resource directory with names, organizations, and programs/efforts.

✈ **Regionalize GAIN Efforts**
Address cultural differences, unique needs, and travel constraints. One size does *not* fit all!

✈ **Cultivate Sponsors and Influential Leaders**
Actively solicit high level and influential sponsors from key organizations. Do not forget about middle management.

Initial Comments on
Continued Challenges for GAIN

New Markets/Participants for Inclusion
1. *Insurance* incentives/consequences (underwriters new market to engage).
2. How do we reach those who don't attend GAIN? Need to *document BEST PRACTICES! Accessible* to all.

Leadership/Decision-Makers
3. Gain internal *Senior Management* active commitment and support.
4. Involve *middle management* and employees. Build and gain *trust*.
5. Corporate culture and key decision makers will make or break a safety program - Marketing needs to address factors beyond $$ (e.g., corporate excellence, bottom line, etc.).

Information (The Nature of It)
6. Good, *valid input* data critical to useful output.
7. National *information* can be brought *down to local level* - invaluable.
8. Criticality of *looking* at *data across our* organization to the largest system - *world-wide implications* should not be neglected.
9. Common language: Who is the regulator - GAIN? Setting data - base challenge. Anything being done?

Recognition of Culture
10. Factor in the airline attitude, objectives, and business operatives related to *safety investment* and the role of the regulator in promoting the safety culture - *proactive* vs. *reactive* posture.

GAIN Program Needs
11. *Availability* and accessibility to *tools*, templates, checklists, etc. Tool box for Safety Officers is highly desirable.
12. Establish baselines, measures, and monitor performance.

Have to let folks know about performance expectations and manage against them.
13. Interpersonal skills critical to "tool box" and selling programs to the workforce. The people selling need to be both technically and interpersonally competent!

Other
14. ***Prevention efficacy*** in audits needed in ICAO.
15. Role of the regulator in setting the specifications for data interface and reporting systems (New Zealand) - Regulator can help.

Task #1: Description of GAIN

Summary
Only one third of the workshop participants agreed with the description provided by the Steering Committee. The workshop contributions to the descriptions may be broadly summarized into:
a) a broadening and enhanced inclusivity of who participates or benefits from GAIN in the aviation community; b) a very distinct split between those who see GAIN as a concept and those who see it as an effort/initiative/process/entity; and c) some value statements about the "dynamics" of GAIN and results of its existence. There was of course, the predictable word smithing expected in this type of feedback activity.

Number of supporters of the description as written? 41/120

Who Should Participate
1. The word "*users*" should be changed to "*participants*" or "*players*".
2. "Involves all aspects of the aviation community" versus just flight operations/maintenance/air traffic.
3. 3rd bullet of GAIN IS: Should include reference to "general aviation".
4. Item #3 – Envisioned to involve all aspects of aviation, including flight operations, maintenance, air traffic, cabin, and ground crew.
5. Envisioned to *appropriately* involve flight operations, maintenance, manufacturers, and air traffic in an incremental manner.

Rules of "Play"
6. Should not be a *pay to play* system. Should be a *need to know* system (e.g.,, users of same equipment have NTK).
7. GAIN is *trust*. Trust fuels the system.

Alternative Statements
8. GAIN should be a system/process for voluntary, structured sharing of safety information throughout the international aviation community.
9. "GAIN is the concept of voluntary sharing of information within the international aviation community to improve aviation safety".

10. GAIN is the initiative that facilitates the sharing of information

within and among the worldwide aviation community to improve aviation safety.

Title Change
11. Global **Aviation** Information Network.
12. GAIN acronym – change "analysis" to "aviation".

Information Characteristics
13. Not "safety information" just "information".
14. Sharing of raw data – Should not eliminate the possibility.
15. To do: Define safety information?
16. Information needs to have value before it is shared.
17. Recommend pursuing common taxonomy for use in data models.

What – Scope of GAIN
18. A concept.
19. International in scope.
20. "Sharing Process" vs. "learning".
21. "Involves" rather than "envisions".
22. Add term "concept of" as per this morning presentation.
23. GAIN IS: As well as development of new systems.
24. GAIN IS: Promote best aviation safety practices (protocols, standards).
25. GAIN IS: Expand into design and production (including human factors).
26. Human factors include:
   ~ Man/machine interface.
   ~ Human performance.
27. Change "involve" to "include".
28. General description: Add a word…GAIN is the voluntary "**collecting**" and sharing…
29. Encouragement for enhancing existing systems.
30. GAIN is the concept of voluntary sharing of lessons learned from safety information, etc.
31. GAIN is breaking down barriers.
32. GAIN is to promote proactive safety programs.
33. GAIN is the facilitator of infrastructure and standards.
34. GAIN is "mentoring".
35. Needs to be an element of detecting emerging problems – be

proactive not reactive.
36.   Not an entity, is a concept.
37.   GAIN is an environment that facilitates sharing.

Other

38.   GAIN needs work, but not here.
39.   Give a task to a group to ensure it gets done.

Task #2: 1999 Desired Outcomes

Summary
The key messages in the additions or modifications to this section are focused on establishing an infrastructure for at the minimum, exchange of program information, tools, methods, lessons learned, etc. There was a recurrent theme to give GAIN an infrastructure and specifically, an internet based exchange point for all participants to access. Also, a recurrent theme to establish a system of measures for GAIN was surfaced in this task activity.

#1   Increase Global Awareness of and Support for GAIN.

1. Increased participation should include foreign and US A12, ATC, military, and general aviation.
2. Make knowledge of currently used systems available on web-site.
3. Increased awareness of and support for GAIN on a local, national, and global level.
    ~ How about "awareness of the benefits of" versus "increased awareness"?
4. Promote the development of communications, analytical tools, and standards for information sharing.
5. Understand the different worldwide cultures and their impact on GAIN.
6. Item #1 – Add "for the concept of GAIN".

#2   Increased participation from the international aviation community to continue the expansion of GAIN (e.g., Working Groups).

7. Enlist all facets of aviation for support of and participation in GAIN (Business, GA, Aviation Unions, AOPA, etc.).

#3   Progress in reducing legal, regulatory, and organizational impediments to voluntary collecting and sharing of safety information.

8. Item #3 – Add "voluntary, non-punitive collecting, and sharing…"
9. Develop a template (content) to assure the consistent collection of the right information.

10. Item #3: Controversy of whether it is the role of GAIN to reduce the impediments.
11. Cultural barrier against sharing information (with public, with

other operators, etc.). Suggestion: Investigate to identify where problem is (e.g., hierarchical behavior to interactive behavior).

## #4	Initiate of additional internal safety data collection and analysis programs, with the help of GAIN partners.

12.	Make knowledge of tools (analytical) available through GAIN website?
13.	Change 4th to "encourage use of".
14.		Item #4 – Omit "with the help of GAIN partners".
15.		Change initiation of additional…of GAIN "***participants***".
16.		Item #4: Initiation of internal quality safety data collection and analysis programs, with the help of GAIN partners.
17.	Entities with no systems. Suggestion: Further details on mentoring and facilitation (Best Practices).

## #5	Expansion of existing sharing among users (e.g., BASIS/SIE, AASES, Airbus).

18.	Include formalized method of exchanging information between operators/manufacturers/users.
19.	Expansion of and additions to existing sharing among users.
		~ Change "Airbus" to AIRRS.
20.	Identify current data sources (5.2).
21.		Modify bullet #5 – Expansion "***and standardization***" of…
22.		Add – Identify existing aviation safety data/information collecting systems.
23.		The development of a "library or tool kit" containing "Best Practices" and current processes in use within the aviation community (i.e., "COTS Safety").
24.		Have identified a working group that is actively working on a common taxonomy (e.g., 5.3).
25.		Item #5: Encouragement for expansion of existing sharing among and between users.
26.		Add: Sharing of experiences in GAIN related activities.

## #6	Promotion and development of analytical tools.

27.		Bullet #6 - …development of "***resource material and***" analytical tools.
28.		Item #6 – Read as "Development and promote the use of analytical tools.

29.   Change – Development of analytical tools and their promotion.

30.   Item #6: Promotion and sharing of analytical tools.

31.   Distribute *safety officer start-up kit* to increase participation - AI4.

        ~ Computer software, forms, checklists, instructions, taxonomy, etc.

32.   Standardization should include: development of ***common taxonomy***.

33.   "Develop a tool kit of safety information programs".

34.   Create a mechanism to allow the data to go to organization so they can create the tools.

35.   Endorse promotion of toolkit for Flight Safety offices.

#7   Conference to continue GAIN development and assess progress.

36.   Next conference to be in Singapore.

#8   Establish a system of measures. (Addition)

37.   Prioritize attainable outcomes for 1999.

38.   Need to identify measurable results for each of the action items.

39.   Develop measures of effectiveness – vague now.

40.   Define the measure of when GAIN is complete. Suggestion: Explore integration of GAIN with other initiatives.

41.   Vague outcomes. Suggestion: Develop measures of effectiveness.

#9   Establish an infrastructure to support information exchange. (Addition)

42.   Make GAIN a reality - design the process (WG).

43.   Have a WG to find resources.

44.   Create a (bulletin board type of) system so that people can interact easier between now and the next meeting (e.g., a web-site).

45.   Alert mechanism to tell people about information.

46.   Create an action to do this – find resources.

47.   Ease of access by front line users.

48.   Documented "best practices" guide for accident prevention and safety enhancements.

49. Infrastructure. Suggestion: Definition of terms, taxonomy, and standardization.

Task #3: Action Plan

#1   Increase global awareness of and support for GAIN.

Summary
The key themes in this section were to regionalize the GAIN effort and associated activities to accommodate unique needs, cultural differences, travel restrictions. Also, many inputs reflected the need to expand the GAIN community beyond the traditional aviation participants to include other safety networks, foreign governments, General and Corporate Aviation, the insurance industry and others. The GAIN web-site was often mentioned as a key vehicle for raising awareness globally.

1.   1.1   "Strategy" vs. "effort".
2.   1.2   Add "CAST/JSSI".
3.   1.4   Global awareness is okay as stated, but publish regular reports in the media on GAIN progress to promote public support. This is a WG activity, not Steering Committee.
4.   1.4   Assist in the promotion of proactive safety information programs at the corporate level.
5.   1.5   Establish a WG to determine the need for and a source of resources for advancing GAIN.
6.   Insurance groups?
7.   Expand promotional efforts beyond traditional safety networks (e.g., NBAA, AOPA, ERAA, Asian Regional Association, and OAA).
8.   Create regional focus groups (nodes).
    ~ South America
    ~ Africa
    ~ ICAO as vehicle?
    ~ Australia
9.   Identify regional concerns/culture/leaders.
10.   Breakdown and increase awareness of cultural differences.
11.   Identify and "involve" airlines, agencies, and organizations in regions not currently represented (e.g., South America, Africa, etc.).
12.   Cannot do this only by workshop. Need to implement the electronic system (bulletin board) to encourage people.
13.   Inform the press (for education) when get good results (reference 1.1).
14.   Promote breakdown of cultural desire to reinvent the wheel (i.e., get rid of the "not invented here" syndrome).
15.   GAIN web site address to link to: FAA, NTSB, DOD, CAA, CHIRP, NASA, and Flight Safety.

16. CAA's spread GAIN message.
17. Create "How to" document and put on GAIN web site.
18. Articles re: GAIN in Aviation Publications/Invite Editors.
19. Expand to insurance industry.
20. Expand beyond existing regions mentioned.
21. Expand to *scope* broadening not just awareness.

#2   Increase participation from the international aviation community to continue the expansion of GAIN.

Summary
The inputs in this section focus on the leadership infrastructure and support infrastructure for GAIN, specifically the role of the Steering Committee, membership on the Committee and working group status. Essentially, these inputs clarify the objectives submitted by the Steering Committee and provide more specific actions that are necessary in rethinking the participation objective.

22. 2.1   Stated role of Steering Committee to "actively" promote GAIN.
23. 2.2 and 2.3 Working Groups – needs re-organization and determination of membership.
24. 2.5   Identify ways to participate/contribute outside working groups.
25. Identify working groups.
26. Formal/informal member.
27. Travel/cost ($).
28. Provide incentives - GAIN club?
29. GAIN on ICAO/IATA agenda item (new persons).
30. Link to communications vehicle (e.g., website) for those who can't "participate".
31. Regional Focus Groups concerns and cultures.
32. Incentive to join.
33. Reassess status here. Too many working groups.
34. Acronyms.
35. Steering Committee action to review.
36. Increase/widen participation.
37. Make Steering Committee reflective of broadened participation.

#3   Influence the reduction of legal, regulatory, and organizational impediments to voluntary collecting and sharing of safety information.

Summary

The recurrent theme of a need for standard terms and legal incentives were highlighted in this section. This action item did not receive significant input, either because the Steering Committee's actions were adequate, or folks did not consider this as important as other items.

38. 3.3 (a) ICAO Ammex, 6, 13, GASP.
          (b) IFALPA policy on labor management agreements.
          (c) Legislative relief in US.
39. 3.4 Working Group 3.
40. Evaluate existing data systems for data quality.
41. Look for legal incentives for GAIN.
42. Add non-punitive language.
43. Standardization of terms.

#4 Promote the initiation of additional internal safety data collection and analysis programs, with the help of GAIN partners.

Summary

Participants provided two key recurring messages in this item. The formalization of some kind of mentoring program for mentors with novices was raised as well as the need to provide new participants with information on "how to's" as well as who to contact for information. A directory was suggested.

44.   4.1 Each GAIN participant contact 5 other companies/individuals and spread the gospel.
45.   "Partners" to "participants".
46.   GAIN links mentors with novices via CAA.
47.   Participants vs. partners.
48.   Need electronic system of communications.
49.   Accountability for action Steering Committee?
50.   Good news to the press.
51.   New "How to" document for new starts.
52.   Support of local civil aviation authorities.
53.   Mentoring via web-site who/how.
54.   Regional resources.
55.   Add experience/expertise to participant list.
56.   Better wording (see table inputs).
57.   Consider using alliances and code sharing as a tool.

#5 Support expansion of existing sharing among users (e.g., BASIS/SIE, AASES, ALPA, Airbus, Boeing).

Summary
The additional comments or suggested changes in this section was almost entirely related to the sharing of information and the ability through an infrastructure to both post and access information ranging from tools, lessons learned, templates, who's who, etc.

58. 5.4 Publish benefits gained from information sharing.
59. 5.4 Sharing of lessons learned.
60.   Develop COTS library and evaluate interoperability.
          ~ Explore data taxonomy issues.
          ~ Usability.
61.   Solicit feedback from users for improvements.
62.   Explore information sharing standards.
63.   Identify and "involve" airlines, agencies, and organizations in regions not currently represented (e.g., South America, Africa, etc.).
64.   Encourage expansion of existing sharing among and between users.
65.   Data already available – can we not identify sources already out there and available?
66.   Post useful sources on the web.
67.   Remove "***e.g.***"

#6   Promote development and use of analytical tools.

Summary
Participants raised issues related to the roles in supporting sharing as well as suggestions for the kind of infrastructure and information folks desire. There are questions about standards for information exchange, infrastructure protocols and who pays for these efforts.

68. 6.1 We need a ***suite of tools***. There is no single solution.
69. 6.2 Post on GAIN resource library.
70. 6.5 Encourage development of ***infrastructure and standards*** for interfacing with analytic tools ***(mechanics of sharing)***.
71. 6.6 Tools should be interchangeable, inter-operable, and open systems.
72. Who is to pay for them (analytical tools)?
73. Who will validate and certify them (analytical tools)?
74.   Who's going to pay?
75.   Develop then promote.
76.   Make available in standardized fashion.
77.   Test tools – get them to organizations for testing. Need mechanism for testing "raw" data.

78.   Need sophisticated cost/benefit tools.
79.   Interchangeable/interoperable open system tools together.

#7   Plan next GAIN conference to assess progress (Steering Committee).

Summary
Suggestions about the next conference are summarized by: Setting clear conference objectives; considering the Regional approach or multiple sessions; conducting best practice workshops run in parallel tracks; dissemination of conference materials before the conference; varying the format; and involving more top leadership (the decision makers).

80.   Regionalize GAIN conferences and efforts.
81.   Need *leaders* that are from our industry to *learn* from us.
82.   We need to be teachers.
83.   Teach the people that can make it happen.
84.   Parallel tracks – new/intermediate.
85.   Progress reports on internet.
86.   Why are we here? What do we want to accomplish?
87.   More discussion vs. presentation?
88.   Education of media.
89.   Dissemination of information – internet solution (de-identified).
90.   Practical sessions – breakouts, experience/sharing of "real" stuff – closed forum.
91.   Concurrent sessions.
92.   Best practices workshops.
93.   Communications strategy built at session.
94.   Regional conferences more frequent than 18 months.
95.   Careful – too much information (potential)!
96.   Don't duplicate existing structures.
97.   Mentoring – IASA has "buddy" system; look at it.
98.   Send information out a few weeks ahead of schedule.
99.   Get organization leadership talking to each other.

System of Measures for GAIN

100. Need accountability (by Steering Committee) to ensure it gets done.

Task #4: General Comments and "Punchlines"

Action – Make 1999 the year of tangible results.
1. Take the risk - just do it!
2. Show us something!
3. Once the above is done, Steering Committee takes GAIN on a "road show".

Inclusion – Broaden the community which participates in GAIN.
4. Include everyone, not just big industry and America. Get "the word" to all aviation entities and countries.
5. Approach must be both top down and bottom up.
6. Keep all stakeholders involved throughout process.
7. Are we satisfied that we have engaged all of the stakeholders (e.g., insurance companies/travel agencies).
8. Expand Steering Committee to include NBAA, AOPA, Association of European Airlines, ARAB Air Carriers organization, Association of Asia Pacific Airlines, etc.

Communications/Sharing (Internet/Web-site) – Focus on utilizing the internet as the core mechanism for exchange.
9. Establish an internet user group for an informal exchange of information.
10. GAIN web based news group.
11. Exploit internet communication potential.
12. Publish interim progress reports on Internet.
13. Develop a communications plan for sharing goals and purpose of GAIN, progress of work groups, and networking of best practices participants.
14. Enhance communication between conferences by a variety of means (e-mail, fax, world-wide web, etc.).

Definition of GAIN – Clarity and standardization of terms are highly desirable.

15. Clear WP confusion between "data" and "information" - Want to share information?

Get Additional Support – Target decision-makers and leadership in key organizations.

16. Educate media and through them all affected groups.
17. If CEO's want GAIN it will happen.
18. Find sponsor.

Next Conference – Purpose, content, process, location, and participation are all highlighted.

19. Next conference needs to teach people that can make it happen.
20. Pre-circulate next GAIN Conference agenda and associated documentation (Beginners/inter).
21. Didn't understand the whole process. Needed to be better explained (perhaps a cultural difference).
22. Perhaps there should be more discussion at the conference about cultural barriers and how to address them.
23. Should be more discussion, period.
24. Each GAIN meeting should have a statement about "Why are we here" and "What do we want to accomplish"?
25. Next GAIN Conference – Location: Asia or Africa. Agenda: Day 1 – GAIN overview/reports from GAIN working groups since GAIN III. Day 2 – Sharing of Best Practices by those who are successfully practicing them now (hands-on demo where possible) Flight and Ground Operations, Maintenance, Ramp, etc. Planning by GAIN work groups on upcoming work plans.

Sharing of Tools/Methods was raised most frequently as highly desirable.

26. The development of a "safety tools kit" of current practices and programs should be a priority.
27. Demonstrate tools and methodologies.

Cross Cultural Appreciation – The notion of more respect and appreciation for non-U.S. participants was raised at many points.

28. Regional meeting before international.

Industry Practices – Interest in being able to access industry safety data collection and analysis *practices* were mentioned often.

29. Don't know how to determine "Best Practices".
30. Perhaps charter a group/organization to identify what worked and what didn't work. Then present it based on geographic location, type of operation, etc. Rather than, "What worked and why", "What didn't work and why"? Not defining intrinsic standards.
31. Listing of experts and experienced persons in specific areas.

Approach for GAIN – There were highly diverse opinions on a infrastructure and approach for GAIN.

32. Promote the development of appropriate protocol/interfaces for
      the exchange of information among different systems.
33. More energy devoted to finding and solving GAIN problems.
34. Desire operable methodology.
35. Effort should be made to review existing systems including those in other industries (i.e., The Oak Ridge Speaker – Gary Mays) so not to re-invent the wheel.
36. Need to identify some short term achievements of GAIN so it does not die and encourages further developments.
37. GAIN should be an Object Management Group type of organization.

38. Establish regular meeting schedule.
39. Re-energize the work groups along the lines of GAIN III outcomes.

Other

40. Listing of experts and experienced persons in specific areas.

A Proposed Definition

(This is the definition Bill Bozin, Vice Chair of the GAIN Steering Committee, attempted to explore for consensus).

GAIN promotes and facilitates the voluntary collection and sharing of safety information by and among users in the international aviation community.